

Message Text

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ACTION OES-06

INFO OCT-01 EA-09 ISO-00 FEA-01 ACDA-10 CIAE-00 INR-07
IO-13 L-03 NSAE-00 NSC-05 EB-07 NRC-07 DODE-00 NAS-01
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-----030616Z 052171 /W0

R 030546Z JAN 77
FM AMEMBASSY TOKYO
TO ERDA GERMANTOWN
ERDA WASHDC
SECSTATE WASHDC 4051

UNCLAS SECTION 1 OF 2 TOKYO 0008

ERDA FOR LIVERMAN, WHITNAH EDINGTON AND SIEVERING

E.O. 11652: N/A
TAGS: TECH, JA
SUBJECT: RERF

TO: NAT'L ACADEMY OF SCIENCE (NARECO) PLS PASS TO JABLON,
KROPP AND LAZEN
2102 CONSTITUTION AVE NW
WASH DC

1. SUMMARY. THE FOLLOWING IS A REVIEW OF RECENT MEETINGS
HELD BETWEEN MHW REPS AND ERDA REP AND COVERS TWO TOPICS:

1) MESSAGE FROM LIVERMAN TO SABURI ON POOR COORDINATION
WITHIN RERF AND BETWEEN MHW AND ERDA/NAS, 2) ATTEMPTS TO
SATISFY NAGASAKI'S DESIRE FOR EQUALITY WITH HIROSHIMA. DIS-
CUSSIONS OF VISIT OF JAPANESE DOCTORS TO U.S. TO CONSULT WITH
U.S. ATOMIC BOMB SURVIVORS WERE ALSO HELD. THIS SUBJECT WILL
BE TAKEN UP IN SEPTEL. PURPOSE OF REVIEW IS TO SUMMARIZE
CURRENT STATUS AND ASSIST IN PREPARATION FOR SUBCOMMITTEE
MEETING JAN. 26 TOKYO AND BOARD MEETING JAN. 31, FEB. 1, 2,
HIROSHIMA. END SUMMARY.

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2. ON DECEMBER 1 UPON RECEIPT ERDA 0514 ERDA REP CALLED
HIROSHIMA AND READ CABLE TO FINCH. ALSO ALERTED MHW TO
EXPECT LETTER FROM LIVERMAN ON HIS CONCERNS ABOUT: A) PRO-
CEDURAL PROBLEM WHICH PERMITTED MHW BUDGET TO GO TO FIN
MIN WITHOUT ERDA/NAS CONCURRENCE, B) FACT THAT BUDGET
PROVIDED FOR TWO ADDITIONAL DIRECTORS WHICH BOARD DID

NOT AGREE TO AND WHICH WAS TO BE ONE OF SUBJECTS ASSIGNED TO SUBCOMMITTEE ON ACTIONS REQUIRING CHANGES IN ACT ENDOWMENT FOR STUDY AND RECOMMENDATION FOR BOARD ACTION, C) LACK TRAVEL MONEY IN BUDGET, AND D) NO PROVISION FOR SUFFICIENT FACILITIES FOR BGS.

3. ON DECEMBER 15 SUBGROUP OF SUBCOMMITTEE MET IN HIROSHIMA. MEETING REPORTED IN TOKYO 18475.

4. LIVERMAN LETTER RECEIVED DECEMBER 21, TYPED AND GIVEN TO KURAHAWA ON DECEMBER 22 WHEN, AS PREVIOUSLY ARRANGED, KURAHAWA VISITED EMBASSY. ON DEC. 27 ERDA REP VISITED SABURI AND KURAHAWA. IN DISCUSSION OF LIVERMAN LETTER, SABURI INDICATED INTENTION TO RESPOND BOTH TO SPECIFIC CONCERNs AND TO GENERAL CONCERN ABOUT COMMUNICATION AND COORDINATION. IN PROCESS OF LATTER RESPONSE HE PLANS TO EXPLAIN JAPANESE BUDGET SYSTEM SINCE HE BELIEVES LACK OF UNDERSTANDING OF GOJ BUDGET PROCESS ON PART OF ERDA IS SOURCE OF DISCONNECT. COMMENT: THIS MAY WELL BE TRUE, BUT OTHER HALF OF PROBLEH IS LACK OF UNDERSTANDING ON PART OF JAPANESE NOT ONLY OF U.S. BUDGET PROCESS BUT OF ERDA APPROACH TO PROGRAM MANAGEMENT. ERDA REP MADE ATTEMPT AT SUPERFICIAL EXPLANATION TO SABURI OF HOW COORDINATION SHOULD WORK BY USE OF ORGANIZATION FLOW CHARTS AND BELIEVE SABURI UNDERSTANDS NEED FOR BETTER COORDINATION BUT SUSPECT THAT THIS MEANS SOMETHING DIFFERENT TO HIM THAN IT DOES TO US. IN LIGHT OF EXCEEDINGLY DIFFICULT COMMUNICATIONS PROBLEPS, VERY PROFOUND DIFFERENCES IN BUDGETING PROCEDURES BETWEEN GOVERNMENTS, AND TOTALLY DIFFERENT CONCEPTS UNCLASSIFIED

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IN OPERATING PHILOSOPHY OF ORGANIZATION IN U.S. VS. JAPAN, IT IS APPARENT HERE AS IT WAS IN COMPUTER CONFLICT THAT RERF NEEDS DETAILED OPERATING PROCEDURES. U.S. BOARD CANNOT EXPECT TO GIVE SUFFICIENT DIRECTION DURING TLO SHORT MEETINGS IN HIROSHIMA PER YEAR TO GET TYPE OF COORDINATION THAT IT NEEDS OR TYPE OF FUNCTIONAL AND PROGRAMMATIC WORK BREAKDOWN STRUCTURE THAT IT WANTS. EVEN IN U.S. WHERE COMMUNICATIONS ARE PRESUMABLY NOT THIS DIFFICULT AND CONCEPTS OF PROGRAM MANAGEMENT ARE MORE OR LESS WELL AGREED TO BETWEEN GOVERNMENT AND CONTRACTOR, MISUNDERSTANDINGS DO OCCUR AND THE CONTRACTOR RELIES HEAVILY UPON DETAILED OPERATING PROCEDURES TO ASSURE THAT THE FLOW OF REVIEWS AND APPROVALS IS 1) AGREED TO BY BOTH PARTIES, AND 2) FOLLOWED.; THE VERY PROCESS OF PREPARING PROCEDURES WOULD ASSIST BOTH SIDES IN UNDERSTANDING EACH OTHERS' PROBLEMS, IDENTIFYING KEY DIFFERENCES WHICH NEED RESOLUTION AND EITHER RESOLVING THEM OR BRINGING THEM TO THE ATTENTION OF THE BOARD FOR RESOLUTION. UNTIL AGREED UPON PROCEDURES ARE ESTABLISHED CONTINUED SERIOUS

MISUNDERSTANDINGS CAN BE EXPECTED TO CROP UP. END COMMENT.

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5. MHW STRONGLY URGING U.S. TO RECONSIDER ADDITION OF
BOARD MEMBER TO NAGASAKI. KURAHAWA INDICATED THE ITEM
WAS INCLUDED IN MHW BUDGET JUST AS SAFETY MEASURE EVEN
THOUGH ERDA/NAS CONCURRENCE NOT OBTAINED, BUT SO THAT

MONEY WOULD BE AVAILABLE IF BOARD SUBSEQUENTLY CONCURRED.
ERDA REP DISCUSSED TWO ASPECTS FAIRLY EXHAUSTIVELY WITH
SABURI AND KURAHAWA; A) WHY SUDDEN EXTREME PRESSURE TO
ELEVATE STATUS NAGASAKI WHEN PRESENT RELATIONSHIP HAS
BEEN INTACT FOR 30 YEARS, AND B) WHAT OTHER COURSES OF
ACTION APPEAR AS POSSIBLE ALTERNATIVES SINCE U.S.
MEMBERS RERF BOARD OBVIOUSLY NOT ENTHUSIASTIC ABOUT
ADDING BOARD MEMBERS.

6. ERDA REP ASKED WHAT REAL SOURCE OF THE PROBLEM WAS,
WHY IT HAD SUDDENLY BECOME SO SERIOUS AFTER 30 YEARS,
AND WHETHER AN ADDITIONAL BOARD MEMBER WOULD, IF AGREED
TO, SATISFY NAGASAKI OR WHETHER THEY WOULD THEN PRESS
FOR EQUAL NUMBERS BOARD MEMBERS, EQUAL BUDGETS, EQUIPMENT,
ETC. AFTER A GOOD DEAL OF TIME ATTEMPTING TO IDENTIFY
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DISCREPANCIES BETWEEN JAPANESE AND ENGLISH VERSIONS
IN ACT OF ENDOWMENT AND RECORD OF DISCUSSION, AND
SEVERAL CONVERSATIONS WITH EXPERT TRANSLATORS IN SEARCH
OF CLUES, TWO DISCREPANCIES WERE FOUND WHICH, IT WAS
INITIALLY THOUGHTGN MIGHT BE AT LEAST PART OF SOURCE
OF PROBLEM. WHILE THIS MAY BE TRUE, BEST CURRENT
GUESS FOR PRESENT NAGASAKI POSITION IS THAT THEY
ALWAYS FELT DISCRIMINATED AGAINST, BUT DURING TOTAL
U.S. MANAGEMENT ABCC, THEY BELIEVED U.S. WOULD SIMPLY
REJECT THEIR PROPOSALS WITHOUT CONSIDERATION. NOW THAT
GOJ 50 PERCENT IN CHARGE, THEY APPARENTLY BELIEVE THEY
HAVE SOME LEPERAGE. WHETHER ADDITIONAL BOARD MEMBER
WOULD, IF AGREED TO, FINALLY AND ULTIMATELY SATISFY
NAGASAKI IS DOUBTFUL, BUT APPARENTLY SOME CONVERSATIONS
HAVE LED TO BELIEF THAT THIS APPROACH WOULD BE BOUGHT AT
LEAST AS MAJOR PORTION OF PACKAGE.

7. IN ATTEMPT TO EXPLORE ALTERNATIVE SOLUTION ERDA REP
PROPOSED ALTERNATING ASSIGNMENTS OF EXISTING BOARD MEMBERS
FOR, SAY, SIX MONTH TIME PERIOD TO NAGASAKI. FINCH
INITIALLY SUGGESTED THIS AND INDICATED HIS WILLINGNESS
TO SERVE TIME IN NAGASAKI. SABURI ARGUED THAT: A)
HIROSHIMA WOULD THEN BE NEGLECTED, B) NAGASAKI WANTS
PEOPLE FAMILIAR WITH NAGASAKI'S PROBLEMS NOT PEOPLE
JUST ON TDY, AND C) IF TAKABE AWAY FROM HIROSHIMA, WHO
NEGOTIATES WITH THE UNIONS DURING HIS ABSENCE? (THIS
ARGUMENT, THAT NO AMERICAN CAN EFFECTIVELY FENCE WITH
THE JAPANESE LABOR UNIONS, THEREFORE A FULL-TIME
JAPANESE BOARD MEMBER IS NEEDED, WAS ALSO USED IN
RESPONSE TO SUGGESTION THAT ONE CURRENT HIROSHIMA
BOARD MEMBERBE PERMANENTLY ASSIGNED THERE.) IN
RESPONSE TO ARGUMENT THAT DR. YAMASHITA COULD HANDLE
UNIONS, SABURI INDICATED HE WAS TOO BUSY RUNNING THE
STORE. ANOTHER PROPOSAL IS TO WAIT UNTIL CURRENT BOARD
MEMBER RETIRES AND THEN APPOINT A NAGASAKI MAN. SABURI
AND KURAKAWA BOTH ARGUED THAT PRESENT BOARD MEMBERS
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HAVE HANDS FULL AND NUMBER IN HIROSHIMA CANNOT BE DECREASED.
SABURI INDICATED THAT IN PRIOR DISCUSSIONS WITH ALLEN,
HE BELIEVED ALLEN UNDERSTOOD PROBLEM AND WAS CONSIDERING
A REDISTRIBUTION OF WORK SO THAT NAGASAKI WOULD HAVE MORE
PROPORTIONATE ALLOCATION. ERDA REP REITERATED STATEMENT
MADE ON SEVERAL PRIOR OCCASIONS BY U.S. SIDE THAT DUPLI-
CATION OF FACILITIES AND EQUIPMENT WOULD BE UNCONSCIONABLE
EXPENDITURE. AT SAME TIME, APPARENT THAT A REDISTRIBUTION
WHERE FUNCTIONS ARE DIVIDED IN SOME EQUITABLE BUT NOT
WASTEFUL FASHION AS PROPOSED BY ALLEN MIGHT PROVE AT

LEAST PARTIALLY SATISFACTORY SLUTION AND ALSO BE
MANAGERIALLY ACCEPTABLE FROM AN OPERATING POINT OF VIEW.
WHETHER THIS APPROACH WOULD OBLVIAE NEED FOR BOARD
MEMBER ASSIGNMENT UNCERTAIN.

COMMENT: HOPEFULLY, SOME OF THIS BACKGROUND MAY BE
HELPFUL TO BOARD MEMBERS, BUT REAL PURPOSE TO BRIEF
JABLON AND KROPP AS MEMBERS SUBCOMMITTEE. AT THIS
STAGE IT IS BELIEVED SOME ACCOMODATION MUST BE
MADE. IT WOULD BE DIFFICULT FOR THE JAPANESE TO
IGNORE THE PROBLEM NOW SINCE MANY DISCUSSIONS HAVE
BEEN HELD AND NAGASAKI HAS BEEN LED TO BELIEVE
SOMETHING WILL BE DONE. NOTWITHSTANDING ANY OF
THIS, THE BOARD MUST MAINTAIN A FIRM HAND IN ASSIGNING TASKS
AND FOLLOWING THROUGH ON THEIR ASSIGNMENTS THE BOARD ASSIGNED
THE SUBCOMMITTEE THE TASK OF COMING UP WITH A RECOMMEN-
DATION ON THIS PROBLEM. IF THE BOARD ACCEDES TO MHW
WISHES AND DISCUSSES THIS AT ANY LENGTH AS AN AGENDA
ITEM, IT WILL BE SHORT-CIRCUITING THE SUBCOMMITTEE IT APPOI TED.
STRONGLY URGE U.S. MEMBERS OF BOARD TO RESIST DISCUSSION
OF THIS ITEM AND INSIST THAT SUBCOMMITTEE COME UP WITH
SET OF ALTERNATIVES FROM WHICH BOARD CAN SELECT BEST
CHOICE. UNDOUBTEDLY COMMUNICATIONS WITH U.S. BOARD
MEMBERS WILL HAVE TO PRECEDE SUBMISSION OF SUBCOMMITTEE
RECOMMNDATIONS SINCE JAPANESE SIMPLY WILL NOT RECOMMEND
SOMETHING UNLESS THEY HAVE A GOOD REASON TO BELIEVE IT
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WILL BE ACCPTED. THIS VERY INCLINATION IS WHAT WILL
TEMPT JAPANESE TO TEST VARIOUS POSSIBILITIES ON BOARD.
AGAIN, URGE BOARD INSIST SUBCOMMITTEE DO ITS JOB.
SAME REQUEST APPLIES TO OTHER ASSIGNMENTS MADE
TO SUBCOMMITTEE. END COMMENT.
HODGSON

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TAGS: TECH, JA, NAS, MHW, (LIVERMAN)
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